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Sample Presentation Overheads

Participants Briefing Presentation

Enhanced Work Planning Demonstration Project

Participant Briefing

U.S. Department of Energy
Office of Environment, Safety and Health

Enhanced Work Planning Key Concepts

- Multidisciplinary Teams
- Worker Involvement
- Full Integration of Safety and Health into Work Planning

Enhanced Work Planning

Elements:

- Hazard control through work planning
- Employee involvement
- Coordination and Communication
- Hazard identification and assessment
- Medical surveillance
- Lessons learned
- Performance indicators

Enhanced Work Planning

Project Goals:

- Positively impact the work planning process, enhance efficiencies, and reduce risk and vulnerability;
- Resolve uncertainties with how worker surveillance can be applied to deactivation and decommissioning, and with a largely subcontracted workforce;
- Work cooperatively with management, labor, and health and safety professionals; and

Enhanced Work Planning

Project Goals:

- Demonstrate that the work planning model works in real life so that it can be used at other sites.
- Facilitate the integration of reliable and effective hazard analysis techniques into the work planning process.
- Determine most appropriate means for conducting hazard characterization to aid line management, employees, and occupational health and safety personnel in reducing risks and vulnerabilities.

Enhanced Work Planning

Objectives:

- Identify all of the elements of the enhanced work planning process along with the participants and their roles. .
- Actively participate in the work planning process.
- Identify and apply hazard analysis techniques in the work planning process.
- Describe the elements of an effective exposure assessment program.

Enhanced Work Planning

Participants

EWP Project Team:

- Workers
- Industrial Hygiene & Safety
- Occupational Med. Staff
- Contractor Line Management
- Local DOE Representatives
- HQ Facilitator

Assistance Team:

- Senior Contractor Management
- Operations Office Representatives
- Union Representatives
- EWP Project Team Leader
- HQ Facilitator

Enhanced Work Planning

- What Do You Do?
- Who Should be Involved?
- What Works?
- What Doesn’t Work?
- How Can It be Improved?

Enhanced Work Planning

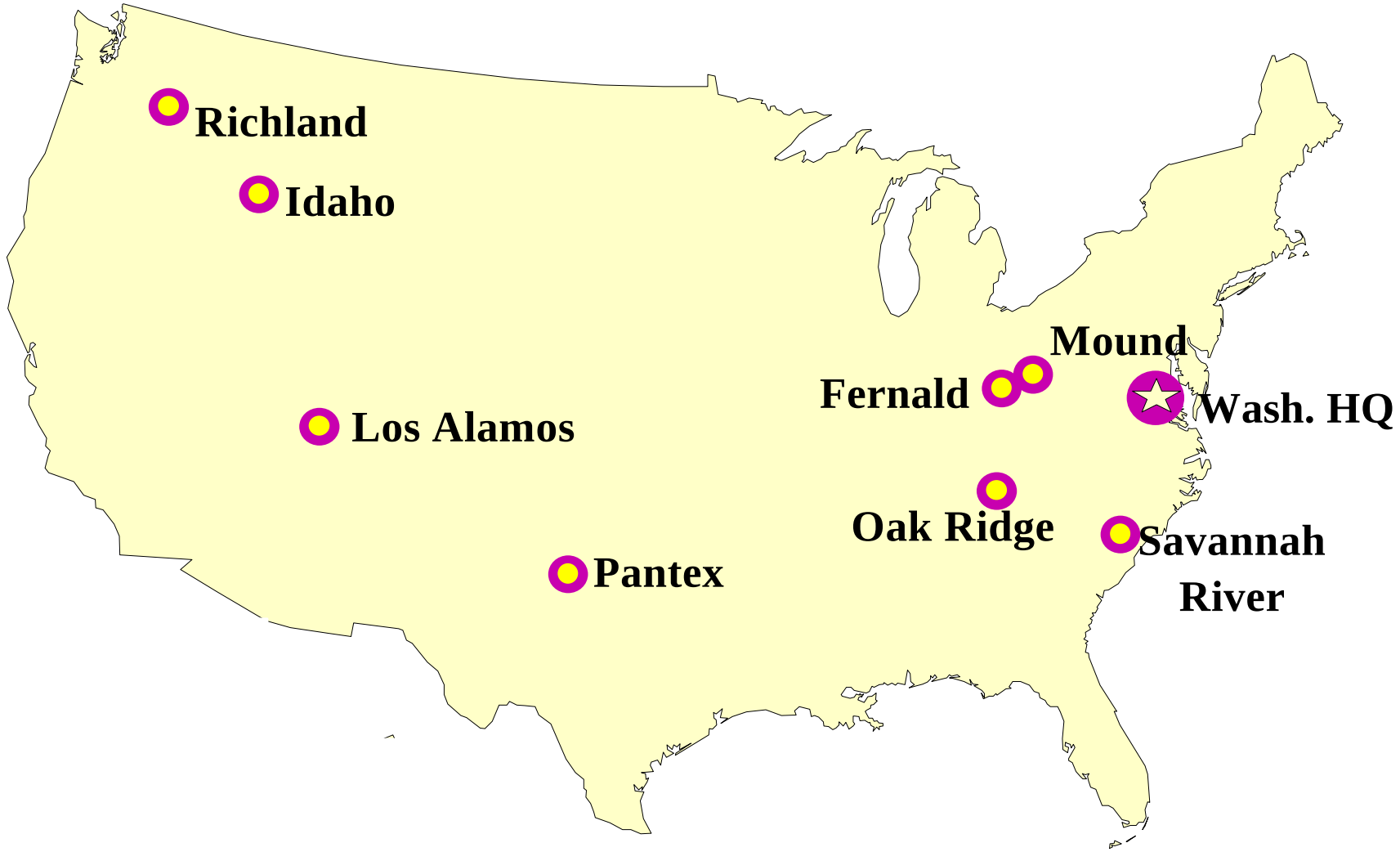
- **First,** the core team selects the performance criteria to measure the progress toward achieving the goals of the demonstration project;
- **Second**, the core team will need to select several activities that would normally involve worker exposures and work planning;
- **Third**, the current practices of work planning and job and task hazard analysis will need to be identified and documented

Enhanced Work Planning

- **Fourth**, the core team will apply the employee involvement, teamwork, work planning, exposure assessment, and job and task hazard analysis principles to actual tasks over an approximate six week period; And

- **Fifth**, the core team will document the improvements and value added from application of these principles, as well as any changes that are needed to improve the proposed work planning practices, draft exposure assessment guidance documents, employee involvement, and team work principles.

Current EWP Demonstrations



Enhanced Work Planning Descriptions
(Single Page Descriptions)

Worker

Managers

Health and Safety Professionals

[NOTE: These documents may be obtained form the 'More Information' section of the EWP Home Page]

Technical Assistance

What is Technical Assistance?

The EH Technical Assistance Program is a unique partnership among the Office of Environment, Safety and Health (EH), Department of Energy Program Offices, DOE Operations Offices, and DOE's management and operating contractors. This partnership pairs experts in environment, safety and health from EH Headquarters with supervisors or employees from DOE field management and management and operating contractors to improve programs that protect the public, the Department of Energy's workers, and the environment.

The Technical Assistance Program helps improve safety and health performance by:

Providing one-on-one coaching and guidance to customer managers, supervisors and employees.

Identifying options for resolving issues.

Improving communications among DOE Headquarters, Field Elements, and management and operating contractors.

Building cohesive teams that have joint ownership of improvements.

Creating residual value through improvements that can be sustained by the customer.

Who are the Technical Assistants?

EH Technical Assistants are highly experienced professionals from EH's technical staff and EH's cadre of talented consultants. Every assistance project includes at least one member of EH's technical staff to ensure customer satisfaction. Each Technical Assistant has extensive experience in analyzing safety and health issues and implementing innovative, cost effective solutions. Technical Assistants are selected based on (1) technical expertise in their field, (2) skills at working with a team to identify and implement improvements and, (3) commitment to customer service.

Current members of the EH Technical Assistance Team include experts in occupational safety and health, industrial hygiene, radiological controls, work planning and control, conduct of operations, issue management, lessons learned programs, human factors, and accident investigation/event analysis. Technical Assistant experience encompasses safety and health work in the government sector, the private sector, and the armed forces with extensive work experience in all facets of DOE facility startup, operation, shutdown, deactivation and decommissioning. Technical assistants include certified

industrial hygienists, certified health physicists, certified safety professionals, and registered professional engineers.

Where is Technical Assistants Taking Place?

The EH Technical Assistance Program is conducting projects at numerous DOE sites including Hanford, the Idaho National Engineering Laboratory, Mound Plant, Fernald Environmental Management Project, Ohio Field Office, the Oak Ridge Reservation, and the Rocky Flats Environmental Technology Center. Projects include support to DOE Operations, Field and Area Offices as well as to management and operating contractors.

EH Technical Assistance projects are underway at a variety of facilities at different points in their life cycle. Projects are underway at operating waste management facilities, facilities that are shutdown pending decommissioning, and at facilities that are preparing to startup new activities or operations. EH Technical Assistants are thoroughly knowledgeable of all aspects of facility operations and with standards and requirements applicable to each stage of facility operation.

How does EH Technical Assistance work with Enhanced Work Planning?

An EH Technical Assistant is assigned to support each Enhanced Work Planning demonstration project. The EH Technical Assistant provides continuity throughout the duration of the project by maintaining an extended presence at the site where the demonstration project is underway. The EH Technical Assistant interacts with the demonstration project's Core Team, DOE and contractor management, and line managers responsible for implementing the enhancements identified during the project. The EH Technical Assistant onsite, in cooperation with a technical expert assigned from DOE Headquarters, helps facilitate meetings, identify and eliminate barriers, and monitor ongoing activities to ensure that customer objectives are met.

EH Technical Assistants also work to ensure effective integration of all EH technical assistance initiatives at a site. EH Technical Assistants work with other EH personnel providing technical support to draw upon additional technical expertise when necessary to address issues identified during the demonstration project. EH Technical Assistants provide routine status reports on project progress and successes to EH Senior Management and to DOE Headquarters Program Managers.

Because the EH Technical Assistance Program provides technical assistance throughout the DOE complex, EH Technical Assistants help share lessons learned from other sites and successful approaches to resolving issues. The EH Technical Assistant supporting an Enhanced Work Planning Demonstration Project can solicit support from Technical Assistants at a broad spectrum of DOE sites to provide information on approaches used to address issues, status of other improvement initiatives, and contacts with specialized technical expertise.

How is EH's Technical Assistance Program involved in other areas?

The EH Technical Assistance Program provides support for improving safety and health performance in a number of important areas. This assistance is provided by Technical Assistants working one-on-one with customer managers, supervisors and employees to analyze existing conditions, identify possible solutions, select an optimum solution, and cost-effectively implement the solution. In addition to supporting the Enhanced Work Planning initiative, EH Technical Assistants are providing technical assistance in the following areas:

Occupational Safety and Health - Training managers supervisors and workers to recognize and eliminate hazards, helping to implement Voluntary Protection Programs, training personnel to identify possible violations of OSHA regulations during routine plant walk-throughs.

Conduct of Operations - Helping operators and supervisors improve their understanding of conduct of operations requirements, working with customers to determine the applicable elements of conduct of operations for various types of operations, and strengthening programs to provide oversight of conduct of operations requirements.

Maintenance and Work Controls - Improve work control processes, train supervisors on maintenance program implementation, enhance work prioritization and scheduling systems, identify and eliminate causes of maintenance work delays.

Radiological Controls - Help implement programs to achieve compliance with 10CFR 835, improve radiological control practices, enhance air monitoring programs, train personnel to oversee radiological controls programs.

Waste Characterization - Train personnel responsible for overseeing programs to collect and analyze samples of high level radioactive wastes. Support development of policies, procedures and programs to comply with environmental requirements. Propose program enhancements to save money and manpower such as decontamination and reuse of sampling equipment.

Facility Representative Programs - Help DOE Operations, Field and Area Offices develop and apply guidance documents for completing performance assessments, surveillances, and walkthroughs. Develop key administrative instructions to ensure consistency in program implementation. Provide one-on-one coaching to DOE Facility Representatives.

Issues Management - Assist in developing and implementing enhanced systems to identify, prioritize, analyze, track, and verify closure of environment, safety and health issues. Streamline processes for closure including grouping of similar or redundant

issues, elimination of issues no longer relevant based on mission change, and justification for closure of low priority issues.

Industrial Hygiene - Support efforts to develop and implement enhanced programs including lead control, heat stress management, and respirator programs. Analyze existing program documents to identify potential improvements, develop policies and procedures, and train personnel on implementation.

Worker Safety - Help improve programs focused on protecting workers from specific hazards such as asbestos abatement, electrical safety, and pressure safety programs. Examine current practices and recommend improvements then work with customer supervisors and staff to develop and implement the improvements.

Construction Safety - Evaluate events involving construction workers and identify possible problems in existing programs, policies and procedures. Work with customer staff to enhance understanding of DOE requirements and to improve ability to identify adverse conditions requiring corrective action during routine plant walkthroughs.

Event Critique and Analysis - Help improve the ability of customer staff to analyze operations or construction events. Enhance capability to identify root and contributing causes, plan corrective actions, and trend performance. Train personnel in accident analysis techniques.

Specialized Training - Develop and conduct training on specialized topics to improve staff knowledge, skills and abilities. Training has covered criticality safety, ergonomics, operational readiness reviews, and other topics as described above.

Who to Contact?

Mike Hillman at 301-903-3568, fax 301-903-8817, E-MAIL at MICHAEL.HILLMAN@HQ.DOE.GOV

Summaries of Experience for Personnel Supporting Enhanced Work Planning Projects

William D. Allen, CHP

Mr. Allen has over 30 years of experience in health physics and radiation safety programs. His experience encompasses program development and implementation for national laboratories, the United States Atomic Energy Commission and its successor, the Nuclear regulatory Commission, commercial nuclear utilities and the Department of Energy. He has served as an inspector for the NRC and reviewed licensee radiological protection programs to ensure compliance with regulatory requirements and incorporation of ALARA principles and work practices. He developed a radiological controls program for a two unit Boiling Water Reactor nuclear power station including establishing effective interfaces with the maintenance work planning and control systems. He developed programs, procedures and project plans to support processing contaminated water that resulted from the accident at the Three Mile Island nuclear plant. Mr. Allen has also provided extensive support for implementing effective work control practices at commercial nuclear power plants during refueling projects. He managed the Radiation Protection Program for a complex first-of-a-kind project for a steam generator repair project at a commercial nuclear plant. He worked with another utility Work Control Organization to develop plans for responding to adverse conditions associated with the discovery of the release of irradiated fuel fragments during a refueling outage at a Pressurized Water Reactor. He is currently supporting a pilot project at the Mound Plant to enhance work planning processes and improve integration of radiological controls into work packages.

David Drury

Mr. Drury has 12 years of experience in the field of occupational safety and health. His responsibilities have included safety and health training, performing accident investigations, and conducting occupational safety and health inspections and assessments. He has evaluated performance and compliance with requirements established by the Occupational Safety and Health Administration and the Mine Safety and Health Administration relating to noise abatement, surface and underground construction activities, heavy equipment inspection and operation, ergonomics, hazardous gas detection and emergency response. He also coordinated a loss control system designed for analysis, tracking and abatement of accidents and property losses. For the Department of Energy, he has participated in Technical Safety Appraisals, Worker Safety and personnel protection appraisals, Operational Readiness Reviews, and Progress Assessments. As a result of the 1989 oil spill from the oil tanker "Exxon Valdez", he served as an on-site safety consultant in Prince William Sound, Alaska, with responsibilities for worker safety and health, hazardous waste remediation, emergency response, and conducting routine inspections of compliance with occupational safety and health regulations established by OSHA. Mr. Drury is currently supporting EH's Enhanced Work Planning initiative at the PUREX and East and West Tank Farm facilities at Hanford, Washington. He is working closely with the site's computer generated Job Hazard Analysis tool.

Frank G. Fitzpatrick, CIH, REA,
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Mr. Fitzpatrick has more than 18 years professional experience managing major contracts for Federal Government organizations including the Army, Navy, Air Force, State Department, National Institutes of Health, U.S. Postal Service, Smithsonian Institution, and, in particular, the Department of Energy. For these clients and others, Mr. Fitzpatrick has provided extensive support in developing and implementing policies and programs and helping develop cost-effective, practical programs to advance occupational health and safety objectives. As an active participant in the Office of Field Support's (EH-53) Technical Assistance Program, Mr. Fitzpatrick has provided support at many DOE sites including Fernald, INEL, Mound, Paducah, and Battelle-Columbus. At Fernald, Mr. Fitzpatrick is involved in a highly successful Enhanced Work Planning (EWP) Demonstration Project. Through personal on-site involvement over a 4-month period, Mr. Fitzpatrick employed total quality management (TQM) techniques to lead a multi disciplinary "Enhanced Work Planning Core Team" (represented by organizations such as operations, maintenance, radiological protection, safety, industrial hygiene, quality assurance, engineering, waste management, and nuclear safety) in the benchmarking of existing planning practices, identifying potential enhancements to the planning process, and testing and evaluating the enhancements relative to improvements in productivity, efficiency, and worker protection. For the U.S. State Department, Mr. Fitzpatrick has led a major contract involving environmental and safety and health (ES&H) appraisals and technical assistance in more than 100 countries throughout the world. Mr. Fitzpatrick led initiatives designed to facilitate changes in the role of the State Department's Office of Safety, Health, and Environmental Management--away from one of primarily oversight to one where more proactive assistance is offered to posts around the world.

Gary J. Gottfried, CIH
Apex Environmental , Inc.
Rockville, MD 20855
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Mr. Gottfried brings comprehensive professional expertise in industrial hygiene and occupational health programs in both nuclear and non-nuclear facilities to the program. He has provided technical leadership on numerous industrial hygiene projects for DOE, other government, and industrial clients. Mr. Gottfried participates in programs and projects throughout the DOE complex from DOE Headquarters (EH and EM) and Operations Offices through the site contractors. Since 1988, Mr. Gottfried has played key roles in many important EH initiatives including oversight programs such as Technical Safety Appraisals and Tiger Team Assessments, efforts to improve HAZWOPER programs, Exposure Assessment initiatives, the EH Technical Assistance Program, and Decontamination and Decommissioning programs. Mr. Gottfried has also supported EM in various field activities such as Hanford Site Tank Waste Remediation Systems (TWRS) HAZWOPER and industrial hygiene efforts. In addition, Mr. Gottfried has conducted many projects for M&O and environmental restoration contractors at various DOE sites/projects including Westinghouse Savannah River Company, Westinghouse Hanford Company, Mason and Hanger (Pantex), Bechtel Hanford Company, and Battelle Columbus Laboratory Decommissioning Project. In all, Mr Gottfried has experience at over 20 DOE sites. Currently, Mr. Gottfried is playing a lead role in the Enhanced Work Planning Demonstration Projects underway at Hanford Site.

Jack J. Janda, CIH

Mr. Janda has over 24 years of experience in industrial hygiene and occupational safety. He has spent the last 6 years providing consultation, technical assistance, and oversight in the areas of occupational safety and health at 26 sites across the DOE complex. Most recently, he has served as a member of the Office of Environment, Safety and Health's Technical Assistance Program providing support at the Hanford Site to both the DOE operations office and the management and operating contractor. His work has focused on helping to improve recognition and abatement of hazards. He is also supporting the Office of Environment, Safety and Health's Enhanced Work Planning initiative at the Hanford Site by improving the processes to perform job hazard analysis and the ability of work planners to identify and mitigate work hazards. He has participated in Tiger Teams, Technical Safety Appraisals, and special reviews for the Department of Energy. He also served as a Safety and Health Compliance Officer and an Industrial Hygienist for the Occupational Safety and Health Administration. In this capacity, he was responsible for conducting occupational safety and health inspections and assessments of companies in the private sector and investigating injuries and accidents.

Randy Jencks, PE
Apex Environmental , Inc.
Rockville, MD 20855
(800) 733-2739

Mr. Jencks is a Professional Engineer with 20 years of experience with DOD and DOE programs. He has managed facilities and maintenance activities including construction projects and remedial action programs nationwide. He has supervised maintenance control operations, and reviewed designs and specifications for military construction projects and installation restoration (IR) sites. Mr. Jencks has managed ES&H programs dealing with hazardous waste. He has supervised hazardous waste TSD operations and provided procedures for storing and managing hazardous waste at a Part B TSDF. Mr. Jencks built a successful Environmental Program at Long Beach Naval Shipyard through effectively responding to previous RCRA inspection findings, Notices of Non-Compliance, and an Administrative Order for exceeding sewage heavy metal discharge limits. He is also experienced in related water quality and air quality issues, having negotiated with regulatory oversight personnel on air emission permitting for operation of industrial equipment. Mr. Jencks currently manages an asbestos vitrification technology development study for Westinghouse Savannah River company (WSRC). Mr. Jencks is involved in a highly successful Enhanced Work Planning (EWP) Demonstration Project at Fernald and Mound. Mr. Jencks is participating in a multi disciplinary "Enhanced Work Planning Core Team represented by organizations such as operations, maintenance, radiological protection, safety, industrial hygiene, quality assurance, engineering, waste management, and nuclear safety in the benchmarking of existing planning practices, identifying potential enhancements to the planning process, and testing and evaluating the enhancements relative to improvements in productivity, efficiency, and worker protection.

Nicholas Regoli

Mr. Regoli has over 23 years of experience in engineering, maintenance, work control and operations in a range of high technology applications including commercial nuclear power plants and Department of Energy facilities. He has held responsibility for assisting all levels of personnel from workers to senior managers in identifying inefficiencies, developing improvements, and implementing required program enhancements. Most recently, he has provided extensive support in improving conduct of operations and maintenance and work controls at the K-Basins fuel storage facilities at the Hanford Site. In this capacity, he has worked closely with Westinghouse Hanford Company and Richland Operations Office personnel to integrate improvement initiatives and promote improvement of productivity and efficiency in work planning and work control at the facility.

George VonNieda

Mr. VonNieda has an extensive background in the nuclear science and engineering disciplines. His areas of focus include: hazardous and radioactive waste management, nuclear power technical support, environmental technology, research and development, materials performance, and laboratory technology. He provided technical consulting services to Westinghouse Savannah River Company (WSRC) in radioactive, hazardous, and mixed waste management. He participated on the Waste Characterization Task Force to develop strategy for characterizing low level solid waste. Mr. VonNieda also provided guidance in implementing commercial nuclear waste management technology and applied his experience to the WSRC site program. He provides input for developing contracts for off-site laboratories for radiochemical analysis. He provides technical analysis and guidance on a variety of waste management issues to ensure that a technically defensible and consistent approach is achieved. He has demonstrated technical and management proficiency in a number of difference work environments such as: power supply systems companies; government contracted laboratory support organization; consulting engineering firms; and public utility holding company. He also leads Apex's effort supporting the Idaho National Engineering Laboratory (INEL) for the Enhanced Work Planning Demonstration Project.

Who's Where in EH-5's EWP Projects

[NOTE: The current Who's Where may be obtained form the 'More Information' section of the EWP Home Page]

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